DOCUMENT RESUME

ED 073 802 LI 004 250

AUTHOR	Harvey, John F.
TITLE	The Tehran Book Processing Centre.
PUB DATE	Apr 71
NOTE	32p.;(1 Reference)
EDRS PRICE	MF-$0.65 HC-$3.29
DESCRIPTORS	Books; Cataloging; Classification; Foreign Countries; Information Services; Library Acquisition; Library Science; *Library Technical Processes
IDENTIFIERS	*Iran

ABSTRACT

Establishment of the Tehran Book Processing Centre (Tebroc) was proposed in the Spring of 1968. This document is a descriptive and historical account of the center, and a description of its contributions to Iranian processing development. The center was modeled, to a certain extent, after Bro-Dart's Alanar in Williamsport, Pennsylvania. Tebroc was designed to provide large scale, modern, economic and professional book selection, acquisition, cataloging, classification, and shelf preparation services for Iranian libraries and information centers. All types of libraries were to be served in all parts of Iran. Books in all languages and from all countries, all types and forms of printed and audio-visual materials, all subject fields and English, French, German, Spanish, Persian, and Arabic languages, were to be processed. The organization was Iranian in some ways, western in others, sometimes was very successful, sometimes hopeless. The paper should answer the question, how did this American idea fare in the Iranian library world. (LI 004244 through 004249 and LI 004251 through 004267 are related.) (Author/SJ)

FILMED FROM BEST AVAILABLE COPY

[ERIC User Note: Best Copy Available.]

U S DEPARTMENT OF HEALTH EDUCATION & WELFARE OFFICE OF EDUCATION THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL OFFICE OF EDUCATION POSITION OR POLICY

ED 073802

LI 004 250

THE TEHRAN BOOK PROCESSING CENTRE

Introduction.— In the Spring of 1968, the Tehran Book Processing Centre (Tebroc) was the subject of a memorandum prepared by John F. Harvey, Chairman, Department of Library Science, Faculty of Education, University of Tehran. This memorandum outlined the purposes, activities and contributions of an Iranian library book processing centre and proposed its establishment. Tebroc was based on an idea then popular in the USA, with the difference of government instead of commercial sponsorship. To some extent, it was modeled on one of the largest and most successful of the American library book processing centres, Bro-Dart's Alanar, in Williamsport, Pennsylvania.

Though directed to no one in particular, copies of the Tebroc memorandum were sent for comment and criticism to several persons in Tehran who were connected with the Department of Library Science and with the U.S. Fulbright Commission. Advice was sought from two American book processing agencies, Alanar and the H. W. Wilson Company. A copy of the memorandum was sent to the new Iranian Minister of Science and Higher Education, Majid Rahnama, also.

By the time the Tebroc memorandum arrived on his desk, Dr. Rahnama had already seen a previous proposal on the Iranian Documentation Centre (Irandoc) and had expressed his enthusiasm for starting that center in the Ministry. In fact, he had asked Harvey to come to work in the Ministry and start it. Upon seeing the Tebroc memorandum, he renewed the appeal, but this time, to start two centers instead of one.

It was logical for the Ministry of Science and Higher Education to establish an agency like Tebroc. In fact, in several ways, this was the ideal time and sponsor for such a service. The Ministry, itself, had been established just a few months before and was hungry for projects, especially those which would bring western ideas to bear on Iranian problems. Finding subsidy and personnel for such a project outside the government would have been difficult. Finding understanding and enthusiasm in an older ministry would have been impossible. The initial support of the Minister himself made many other accomplishments easy.

Tebroc was soon to become the first library book processing centre outside the United States and Europe, and perhaps the first of its particular kind anywhere in the world. All other processing centers seemed to differ from it in ~~one~~ A way or another. The Library Bureaus operating in Scandinavian countries seemed to be the organizations most similar to it, but some of them lacked Tebroc's cataloging functions. The majority of American commercial library processing centers lacked planning and survey functions, nor did they work with furniture suppliers, except for Bro-Dart's Alanar, nor were they national government agencies. No other national library processing centers were identified in Oceania, Africa, South America or Asia.

Furthermore, within its Iranian context, by the time Tebroc was 15 months old, its staff of forty had become third largest among the 2500 libraries in Iran. Through its pioneering role in book processing, in library education evaluation, in furniture design development, and in consulting, it had come to be recognized as one of the most respected and influential Iranian book organizations. At the same time, the challenges it faced in bringing modern library processing and planning policies and practices to Iran were formidable.

The histories of Irandoc and Tebroc were closely entwined; seldom did two Iranian organizations cooperate so closely. Consultation between them occured many times daily, and three senior staff members served them equally. Since the role of one cannot be understood without reading the story of the other, the reader is referred to the Irandoc history for information relating closely to Tebroc, also. In order to cover all aspects of the subject, Tebroc's history, accomplishments and problems will be described in a classified format.

Purposes.— Tebroc was designed to provide large scale, modern, economic and professional book selection, acquisition, cataloging, classification, and shelf preparation services for Iranian libraries and information centers. All types of libraries were to be served and all parts of Iran. Not only were books in all languages and from all countries to

be covered, but also, all types and forms of printed and audio-visual materials. All subject fields and English, French, German, Spanish, Persian, and Arabic languages, were to be processed.

Tebroc tried to start processing service with the most modern policies and techniques, thereby skipping the intermediate development steps taken over a period of years in western countries before achieving successful organizations. The processing center idea was introduced in Iran in order to push its libraries ahead rapidly and take advantage of new service ideas developed abroad. The Centre planned to employ a small pool of graduate professional librarians with unusual and high level skills and make their services widely available to Iran's rapidly developing libraries. Contractual relations were to be established with institutions which needed processing service and wished to become customers. As a jobber, and at customer request, Tebroc was expected to purchase the books of foreign and local publishers, agents, and jobbers for resale to Iranian libraries.

Any library without a professional librarian could obtain from Tebroc skilled professional selection and processing service, leading to modern bibliographical control of its collections. Particularly those libraries located in smaller cities without professional catalogers were expected to profit from processing performed in the nation's capital where a supply of skilled catalogers existed, where air mail provided fast service to foreign cities and where most Iranian publishers were located.

Iranian university libraries spent little for processing service and performed it poorly, often providing inadequate bibliographic description and no subject classification or book arrangement. For all academic and special libraries to have hired professional librarians and started providing modern processing service would have cost twenty times more than they could afford and several times the cost of Tebroc's services. Furthermore, the supply of professional librarians was very small, so for several years, most libraries would be unable to locate sufficient processing staff

members to carry on modern processing service. However, the library with capable professional staff members could use the Centre's services to supplement its own staff, thereby relieving them of time-consuming and difficult technical processing andfreeing them for full attention to important public service responsibilities.

By having experienced acquisitions librarians use modern labor-saving mechanization and cost-conscious, large scale purchasing techniques, many economies could be expected in book ordering. By pooling orders and choosing the most efficient and least expensive book sources, the largest discounts and fastest service could be obtained. In turn, catalogers applying recognized principles could be expected to assist local librarians in organizing and maintaining useful card catalogs. Cataloging through the use of printed cards and cards produced on electric typewriters with card platten and library keyboard was expected to improve card legibility and appearance. Typing on cards, pockets and charge cards was expected to be uniform. The use of plastic jackets on books was expected to improve their appearance and lengthen their period of usefulness. Economies were planned through the use of catalog cards already prepared for previous orders as well as cards from other processing centers, thereby saving retyping expense.

Tebroc was expected to provide these processing services by charging fees sufficient to cover all costs without profit. It was assumed that the Ministry would subsidize Tebroc in its initial years, but that it would become self-supporting after a period of successful operation.

Another Tebroc purpose was to establish a modern and well qualified library consulting agency. Such an agency was needed to take over and expand the advisory service started at the Department of Library Science. As Iran's library interest grew, there was increasing need for a permanent and reliable source of professional assistance to prepare reports and guide development. An agency was envisioned which would be capable of advising libraries in all aspects of library and information science,

initial library establishment and organizations

but particularly in the areas of material selection, building design, indexing, and personnel recruitment.

Three final purposes may be mentioned. One was that of handling all acquisitions, cataloging, classification and preparation for the shelves services for Irandoc, Tebroc's first and primary customer. Tebroc was expected to spend most of its early operating period learning its job, and Irandoc was to be its only customer. A further purpose was instructional, to provide realistic, practical and modern laboratory experience under professional supervision for the library science students studying western acquisitions and cataloging at the University of Tehran Department of Library Science. Obviously, it was desirable not only to teach the students modern classroom ideas but to insure that these ideas were thoroughly understood, also, so the students could carry them out satisfactorily after graduation. How better to do this than by giving the students laboratory experience in a modern processing centre? Finally, in addition to student education, with a wide coverage of leading Iranian libraries among Tebroc's customers, the problems of getting them to carry out modern acquisitions and getting well made catalog cards into their library catalogs were nearly solved.

Quantitatively, Tebroc's goals were the following:

	1971	1981	1991
1. Volumes ordered or cataloged per day	200 volumes	1000	3000
2. Staff members:			
Professional	9 persons	15	20
Sub-professional	15	60	120
Non-professional	15	65	130
3. Total Budget:			
Professional Salaries	27000 tomans/monthly	60000	100000
Sub-professional	30000	150000	360000
Non-professional	15000	84000	308000
Tebroc Materials	75000	75000	100000
Other	75000	120000	180000
4. Cards added to the Union Catalog per month	2000 cards	10000	20000
5. Total permanent collection	5000 volumes	15000	25000
6. Number of customers	6 libraries	40	1000
7. Total stock of Persian catalog cards	300 titles	6000	15000

Of the 1971 quantitative goals, by early 1971 Tebroc was near to achieving numbers two, and five through seven, though numbers one and four seemed still to be far out of reach. The staffing portion of three was near to achievement but the materials portion was not. For number seven, the total card stock had reached 2000 titles, but most of these cards represented Latin language books. Continued annual progress was needed both budgetarily and in volume of orders placed to reach all of the goals. In relation to number six, the potential market for Tebroc's service has always seemed large. At any particular time, several libraries were waiting for customer priority numbers though no orders had been solicited from them.

Tebroc cooperated with the Tehran centralized processing center operated by the Institute for the Intellectual Development of Children and Young Adults, Iran's largest library system. Also, it cooperated with processing centers located in other countries and will cooperate with the Iranian processing centers established in the future.

Administration.-- After an initial period of several months during which Tebroc worked directly with the Minister and Deputy Minister Kazerouni, it was organized as one of three centers comprising the new Institute for Research and Planning in Science and Education (IRPSE). In turn, the Institute was affiliated with the Ministry of Science and Higher education. The Institute contained a) a central administrative staff, b) the Research Policy Center which recommended research and educational projects and changes to government ministries, c) Irandoc, and d) Tebroc.

Modern management policies were used in Tebroc's administration, although carrying them out was always difficult within the Iranian government context. The Tebroc Director, Assistant Director, Technical Advisor, Chief Cataloger, Acting Acquisitions Librarian, Planning Department Head, and a secretary, or various combinations of these people, met at varying intervals to discuss problems and opportunities and to establish policies. In this way, the work of the departments was coordinated and discussions given official status and policy-making authority. Minutes were taken for most of these Executive Committee meetings.

Also, the first three of these persons attended the weekly meetings of the Administrative Council along with the Irandoc Director, Assistant Director, and a secretary. That group established policies to guide both organizations and took its recommendations to the Institute Director for final approval, when necessary. Minutes were kept and copies distributed to all participants.

On approximately a weekly basis, the Tebroc and Irandoc directors met with the two Institute Directors to coordinate policy and practice for the entire Institute and for Tebroc and Irandoc individually. No minutes were kept of those meetings, though, of course, they were of crucial importance to the organizations represented here. Finally, several informal conferences were held each day in the Director's office to thresh out the details of operation and review current developments.

For its own staff members and others, Tebroc provided library education in several forms. Four of its staff members taught in the University of Tehran Department of Library Science on a part-time basis, Mr. Mazaher and Mrs. Soltani, Miss Shadman and Mr. Harvey. Others participated in the library workshops of other institutions. In 1969 and 1970, internship was provided for several Department of Library Science students, thereby tying formal western education and practical local internship closely together to adapt modern theory to the Iranian situation. The Centre's association with the Department of Library Science was beneficial to the Department in providing students with good quality laboratory facilities and to Tebroc for the formal educational program provided by the Department for Tebroc's subprofessional staff members. By offering them a more modern laboratory experience than Iranian library science students could obtain elsewhere, Tebroc improved the caliber of future librarians. Staff members taking course work related to processing were reimbursed for tuition, given time off for classes, and transported to them.

Four senior staff members led a one month summer library workshop for Mashad University in 1969 with follow up trips scheduled thereafter. The Centre served as a post-graduate acquisitions and cataloging training agency for several of the nation's librarians and sought to become a model for such practices. In addition, practical internship experience in technical processing was provided for a limited number of sub-professional employees working in other libraries each year. As part of its participation in the UNESCO 1970 Education year, Tebroc gave several weeks of instruction to eleven future provincial school and public librarians and processed 12 000 Persian books for their libraries. In-service instruction for employees included special computer fundamentals and magnetic tape typing classes.

while the system analysis and work simplification projects envisaged for the first year were not started until the third year, and some talent may have been underutilized while other jobs overlapped, productivity was well above the average of other government offices. When the 1971 flow charting project is carried to its ultimate analytical conclusion, the volume of work and the staff needed to carry it out should be stabilized, and productivity increased.

In the initial development stages of Tebroc and Irandoc, numerous administrative problems were encounted. Several of them will be discussed briefly in this and later sections. Some progress was made in establishing project priorities, but usually the "do everything first" approach was used. The latter approach facilitated a fast start, taking advantage of the honeymoon period and moved projects forward in many areas simultaneously, while priority establishment for specific departments could hardly have been done before the department heads themselves were hired and oriented. A procedure manual was started early in Tebroc's history, but was not maintained. Keeping the increase in Tebroc business in phase with personel and equipment levels proved difficult to carry out, due to the slow development of customers, the difficulty of accepting their payments, the lack of foreign currency, and the scarcity of capable Latin language typists. Also, in Tebroc's first year or so, there was some need to hire staff members while the budget picture was favorable and to start their training early. Consequently, for a period of time the staff grew faster than the business volume, but by the second year, the cataloging had grown sufficiently that customers were required to wait for consideration. The discrepancy became increasingly obvious as the supply of foreign currency dried up and Tebroc was left with a full staff and no new acquisition orders. To a great extent, this situation was handled successfully by transferring staff members from the acquisitions to the cataloging department.

Since it was a complex organization, Tebroc's materials, equipment, staffing, and administrative development were not completed in the first three years. Its bibliographic collection was only well started, so the searching of both Tebroc and Irandoc was handicapped. Keeping such series as Books in Print up to date without foreign currency was difficult. Some library equipment could be obtained locally, but the difficulty of securing foreign equipment was discouraging. Obtaining electric erasors in quantity took two years and a plastic laminating machine was not purchased because equipment funds ran out about the time the dealer got the machine through customs. Staffing was weak in terms of experienced professional catalogers, administrators, and bi-lingual typists, since either they did not exist or else were difficult to locate.

~~Bookkeeping was handled adequately by untrained personnel, but final approval and invoice payment, except when UNESCO coupons were used, was still outside Tebroc control.~~

Each Tebroc department kept a full set of daily statistics on its activities. They were used to complete a monthly report for the TebrocDirector which, in turn, was sent on to the Institute Director, also. For the year ending in March, 1971, certain administrative statistics showed 22 persons to have been hired out of 70 interviewed, and 50 sets of Administrative Council and Executive Committee meeting minutes to have been prepared.

Personnel.— Tebroc's staff consisted of eight professionals, ten sub-professionals, fourteen typists, six clerks, two maintenance men and two drivers. Almost half of the staff of forty two were college graduates, six had masters degrees, and two had doctorates. Four fifths were women, and most of the staff members were bi-lingual. With an average age of no more than twenty five, the staff was relatively young, relaxed, and modern, appropriate for an organization with new ideas. By 1970, about a fifth of all Iranian professional librarians worked in Irandoc and Tebroc.

Tebroc was led by several professional librarians with a physicist as the overall supervisor, Akbar Etemad, the Institute Director. Abbas Mazaher was Tebroc Director from the beginning in 1968 to 1970, and got the Centre off to a fast start. Then Mahin

Tafazzoli became Acting Director. John P. Harvey was Technical Director and Advisor, 1968-71. Dr. Etemad was formerly Director, Plan Organization Nuclear Science Office, Mazaher was previously an Assistant Branch Librarian, Dallas Public Library, USA, and Mrs. Tafazolli had been Assistant Librarian of the Teachers Training College, Tehran.

Most professional employees were obtained by transfer from other government ministries or from academic institutions, a difficult but not impossible manoever. As modern, pace-setting organizations, paying relatively good salaries, with several of Iranian librarianship's most respected leaders, and located in exciting Tehran, Tebroc and Irandoc were organizations in which employment was desirable. Tebroc-Irandoc staff transfers or loans were carried out successfully from Mashad University, Plan Organization, Teachers Training College and the Ministry of Education. Certain other staff members were attracted from the Central Bank, University of Tehran, USIS, IBM, Iranzamin School, Phoenicia Express, Franklin Books, and other organizations, while a third group was picked up fresh from school or foreign residence.

Generally, the staff was quite westernized. Many of them had visited European or North American countries, and the rest were eager to do so. Still others were studying English. Several foreign experts were specified in the original Tebroc and Irandoc staffing plans, but no attempt was made to hire them. However, one Norwegian Peace Corps Volunteer Librarian, one American cataloger, one Swedish, one English, and four American typists, three married to Iranians, worked there at various times.

A merit award was given every six months to the staff member whose service had been most outstanding during the previous period. Usually the winner was a clerical or maintenance level employee. Tebroc sent staff members on trips to Israel, Italy, USA, USSR, UK, Canada, Pakistan, Turkey, and India in search of information, and all of these trips were useful for one reason or another. ~~Personnel were shifted frequently between acquisitions and cataloging as the work load changed.~~ In the early days of their operation, personnel were shifted between Tebroc and Irandoc, also. The Director had an office staff,

and acquisitions and cataloging had typing pools.

As so often happened with new organizations, Tebroc and Irandoc somewhat underestimated the magnitude of their training responsibilities and overestimated department head ability to supervise staff members closely. Training was found to be important at all levels since few staff members had had experience orienting them properly to western type positions. Many inservice training sessions wereheld before work was undertaken. In some cases, department heads used subsupervisors to carry out detailed training and clerical staff supervision.

Occasional meetings with refreshments were scheduled for the entire staff at which important discussions wereheld, speeches given by the Institute Director, and merit awards made. Occasional social activities and picnics involved the entire staff. During the Wednesday lunch period of each week, a motion picture was shown for staff entertainment. Tebroc professional staff members participatedin the regular Tebroc-Irandoc professional luncheons at a variety of restaurants, also.

Budget study and planning began 6-9 months before Now Ruz, March 21st, when the fiscal year started. Estimates were solicited from department heads for the new staff, materials, and equipment needed during the coming year. The Director prepared a budget request in the form required by the Iranian government Plan Organization. After it was combined with the budget request of Irandoc, the Research Policy Centre, and the Institute central administration, the combined proposal was submitted to the Institute Business Department and the Institute Director. They discussed the proposal and made decisions which eliminated several items. Then, the combined budget proposal was submitted to the Plan Organization Budget Office. The Plan Organization sent a staff member to discuss the budget with the Institute administrators. After several discussions, the Plan Organization made a decision and submitted it to the Institute, probably including a considerable cut from the original request, perhaps 50%. Several more conferences were held which might or might not lead to adjustments in budget totals. By the time

a final budget had been sent to the Institute, the fiscal year had already started, and by the time a final agreement was reached on it by both parties, the year was several weeks old. During that portion of the new fiscal year for which no budget had yet been approved, the Plan Organization provided the Institute with a minimum amount of money for operation. Getting staff members paid regularly and in the full amount was difficult, however, and no new supplies and equipment could be purchased during this period.

After the budget was final, the next phase of budget administration started. Money was sent to the Plan Organization accountant stationed at the Ministry on a quarterly basis and was usually received several weeks after the quarter had started. Therefore, delays in payments were frequent because the quarterly cheque had not yet arrived. Further, the Plan Organization would send no new quarterly cheque until the previous cheque was completely encumbered or spent. This method of financial administration, coupled with the long delays in securing purchase approvals, hindered Tebroc's attempts to spend all of its approved budget.

In daily administration, Tebroc had neither budget control, financial reports on its income and expenditures, nor its own bank account. Financial records were in the hands of the Plan Organization or the Ministry of Finance, which did not render reports to Tebroc or to the Institute, though informal estimates could sometimes be obtained. The most challenging problem in spending the budget was not to learn the amount of money remaining, however, but to secure approval at all the points necessary for placing an order or paying for it. For many orders, approval was necessary in the Tebroc financial office, administrative office, the Insititute financial office and administrative office, and in the Ministry financial office. In addition, final approval was needed from the Plan Organization accountant assigned to the Ministry and who was not a Ministry or Tebroc employee. All equipment and major supply orders, travel and new staff appointments at all levels required the written approval of the Institute Director. Also, payroll preparation was in the hands of the Institute's Business Department. Tebroc did have authority to spend its UNESCO book coupons without outside approval and to approve book

invoices, however.

Tebroc's budget totaled about $100,000 a year. Approximately 80% of this total was spent on personnel, the rest for Bibliographic Centre materials, supplies, equipment and travel. During its first two years, Tebroc collected no service fees and received little income from customers. However, in the future, when it is allowed to accept income payments, Tebroc plans to bill customers for the previous work done.

The 1971 pricing structure was based on book selection service, acquisitions service, cataloging and classification service, and preparation for the shelves service. Although it provided partial services for several customers, noteably National University, Tebroc preferred for them to subscribe to the full service which included the last three categories listed above. Most consulting services were charged for separately. In addition to the book's cost, Iranian library service charges per title were the following: for selection through preparation for the shelves, 20% of the book's cost to Tebroc, minus discount, plus postage, plus transportation to the customer. Without selection, 15% was charged. Tebroc Latin and Persian cards were sold to Iranian customers at 2 rials for the first card and 1 rial for additional cards, but the price was 20¢ for the first and 10¢ for each additional card sold to foreign customers. Any number of copies per title was processed for the single unit cost. The prices were subject to change without notice and were modified yearly as Centre costs were studied, though no accurate and thorough analysis was made of Tebroc's labor and overhead costs.

Income from customers was expected to increase annually and to offset part of the budget request. With full support and cooperation from the Ministry and the Institute, and the Centre's successful effort to teach librarians to use its services, the staff hoped the Centre might become self-supporting in a decade. On the other hand, a minority Executive Committee opinion suggested it to be more appropriate, considering the inadequate financing of Iranian libraries generally, for the Centre not to seek a self-supporting status, but instead, to allow the government to provide at least a partial

library subsidy for an indefinite period. Government subsidy brought low charges to customer libraries, but continued government control of Tebroc's operation, also. Just how long the Centre willoperate with government subsidy is unclear, but for the indefinite future it will operate as a non-profit organization.

Quarters and Equipment.— In the Autumn, 1968, Tebroc's first quarters were shared by Irandoc without demarcation. They occupied offices temporarily empty at the Ministry headquarters on Khiabane Iranshahr in Tehran. Then, Tebroc moved to Kutcheh Honarestan near Foroughgah Ferdowsi, again it shared Irandoc's quarters without demarcation. After a few months, however, Tebroc occupied the second floor of that building while Irandoc remained on the first floor. Upon moving to Khiabane Modiri, its third home, Tebroc took the fourth floor on which were housed the Irandoc-Tebroc staff dining room, kitchen, conference room- classroom, and the Irandoc abstractors' room also. Tebroc rooms were allocated to private and a few many shared offices, The Bibliographic Centre, acquisition stacks, cataloging stacks, accounting office, the Union Catalog, magnetic tape typing room, and receiving room. Later, Tebroc was expanded from one floor to two in the Khiabane Modiri building, acquisitions and administration, the dining room and classroom moving down to the third floor, and cataloging remaining on the fourth floor.

In the early summer, 1971, both centres moved to a larger building at the corner of Khiabane Kakh and Shahreza. The impermanence-of-quarters problem plagued both Irandoc and Tebroc, the Kakh and Shahreza building being their fourth home in two and a half years. Such impermanence meant that proper building maintenance, repair and remodeling was not done and the staff members developed little sense of belonging to the location.

The Irandoc-Tebroc motor pool consisted of an American Jeep which accumulated 28000 kilometers in its first two years, and four Citroen Geans, of which one was assigned to each Centre Director. Each Gean ran about 700 kilometers per month. Almost none of this mileage occured outside Tehran. Like the maintenance equipment and staff, the cars and their drivers were controlled by the Institute central administrative services department but were assigned to specific centers for use.

Typewriters were used extensively, about 20 of them, primarily Triumph Persian manual typewriters and IBM electric standard and Selectric Latin typewriters. Only a few typewriters card plattens were available. Incidently, to type a Latin language catalog card properly required three different Selectric type faces. Like many other Iranian offices, it was necessary for Tebroc to give certain typists two typewriters on tables positioned at right angles to each other, one typewriter with Latin characters and one with Persian characters. The Director's correspondence was typed on an IBM Executive typewriter. Union Catalog data was inputted on two IBM magnetic tape typewriters. A Selin spine label typing device was obtained to improve labeling. German electric erasors were used by the catalog card typists. Card printing was carried out on Irandoc's Gestetner offset press. An Apeco photocopy machine duplicated catalog cards for the Union Catalog and internal documents for office files. Cleaning equipment existed, also, all floors being scrubbed and desks wiped with cold water each morning.

Tebroc played a pioneering role in developing and standardizing the Iranian library furniture and supply business. Library furniture and supply firms and products were much needed because their importation from abroad was forbidden for most libraries and expensive and slow for all. In 1970, two boxes of assorted Gaylor Brothers library supplies were imported, after a two month argument with cutoms, but only as samples, not to be repeated. There was no Iranian library supply and equipment firm, so Irandoc and Tebroc had to locate suppliers able to construct the supplies and equipment needed from samples and pictures. Tebroc designed library furniture according to American standards, the suppliers were located and their work became standardized and in considerable demand. This situation led to centralization of much of Iran's library supply and equipment production in the hands of few competent carpenters and metal workers. Usually was made with blond composition wood. Card catalog cabinets, work tables, chairs, atlas cases,

book trucks, dictionary stands, book shelving, periodical display shelves and pamphlet display racks were among the wooden furniture items developed. The shelving was so American as to be one yard wide instead of one meter wide.

Other suppliers, including the Irandoc print shop, made to Tebroc specifications and for the first time in Iran in quantity, such items as punched catalog card stock, book pockets, printed date due slips, and Latin and Persian language card alphabetizers. All of these items were made available for sale to the Iranian library world.

Acquisitions Department.— Each library customer was asked to make several choices before service was provided. First was the choice between ship and air mail service to Tehran. Of course, allorder requests and payments were sent by air mail already. The library was asked to chose between the Dewey Decimal and the Library of Congress classification systems, and between the LC and the Sears subject heading lists, also. Though the number of cards provided for each title was normally five, some choice of set size was given each customer. Finally, if the customer had any strong preferences about preparation for the shelves details, usually they were honored.

Acquisitions service involved accepting order lists of book titles, preferably on order cards, completing the bibliographical information for them, typing the orders on multiple copy order slips, mailing requests for proforma invoices, and receiving reports or proforma invoices to be checked against orders. Iranian government purchasing rules required Tebroc to obtain a proforma invoice quotation for each title. Most foreign dealers and publishers required Tebroc to make payment before they would send the material. Of course, the proforma invoice clarified for Tebroc the exact amount of money to be sent . LC catalog cards were ordered at this time, also. After returning the proforma invoice and the UNESCO book coupon payment to the publisher, the books were received. The books were checked against the order information, then were sent on to the Catalog Department, with the printed LC card, if it had arrived. If the cards had not arrived, the books were stored pending card arrival or the

Catalog Department's readiness to accept them without cards.

The Department was divided into several sections though none were formally recognized organized by having an appointed head. The sections were those of searching, typing, bookkeeping, and receiving. Searching sought to identify each title request, check its in print and duplication status, and to record the LC card number. 14500 order cards were searched in 1969-70 and 4000 in 1970-71. All searches were Bachelors degree graduate sub-professionals, several of whom were studying in the Department of Library Science. The typing pool contained several bi-lingual typists. While the quality of their work and the number of competent typists available were persistant problems, Tebroc typists were generally quite superior. The bookkeeping section was a control point where two clerks recorded financial and chronological data to show each order's status and made coupon payments to cover invoices. They ordered a total of 12800 Latin language volumes in 1969-70 and 3500 in 1970-71, 1500 and 6000 Persian volumes in those years. Invoice payments for these volumes totalled $201,000 for 1969-70 and $80,000 for 1970-81. Also, they received 1550 invoices in 1969-70 and 2100 in 1970-71. The chief financial clerk performed remarkably well, without previous financial training, though record-keeping was relatively primitive, and the careful cost accounting planned for Tebroc was never started. A receiving clerk was assigned to pick up all packages from customs, and he became quite skilled at this difficult art. He cleared 250 boxes in 1969-70 and 40 in 1970-71. Customs problems plagued Acquisitions, but fee payment (4%) usually freed the boxes held. Nothing was held up because of its subversive nature, though of course, communist country mail was checked by the Iranian secret police. Another clerk accepted boxes in the receiving room and arranged unpacked books by shipment on storage shelves. This clerk received 500 volumes in 1969-70 and 1500 volumes in 1970-71 of Persian material and 6500 and 9200 volumes in these two years of Latin language material. Daily letter mail receipt and distribution were handled by the receiving section, also.

Regular acquisitions routines were established to check on outstanding orders, receive publishers reports, and claim delinquent orders, 300 titles being claimed in 1969-70 and 7000 in 1970-71. There were two stack areas in which books were kept while awaiting LC cards and transfer to the Catalog Department. A large file of publishers catalogs was maintained, as well as a comprehensive publishers address file, card. Book titles which could not be supplied were cancelled and reported to the customer library with an explanatory note.

If the customer wishes, he could return the order and request Tebroc to search for it. Orders were placed for out of print titles after TAAB advertisements had solicited bids.

Multiple copy order slips in a five part form were used for placing orders. Thin cardboard served as the last copy and no-carbon paper for the other copies. The form was made in Iran to Tebroc specifications. Originally, the yellow copy went to the Library of Congress, but later, the machine-readable Library of Congress card order input forms were used. Card and slip filing was a time consuming task, 71400 of them being filed in 1969-70 and 15000 in 1970-71.

The following acquisitions card and slip files were maintained: (a) LC card orders, ~~list vertically~~ (b) Permanent file - Persian (Unfilled orders) (c) Permanent file - Foreign (Unfilled orders), (d) Claim file - Foreign — pink, yellow, and blue slips filed together, (e) Claim file - Persian, (f) Cancelled orders, (g) Out of print title bids, (h) Customers order cards, (i) Publishers' addresses.

The Acquisitions Department attempted to improve order discounts as well as to purchase material by the fastest and cheapest means available. However, obtaining good prices from British and American agencies was difficult for a foreign customer because of transportation and import charges, and the foreign business pooling by so many publishers in the hands of a few dealers. No way was discovered of avoiding these short discount foreign dealers.

Surprisingly enough, many orders were placed with such general jobbers as Baker and Taylor and Alamar, at good discounts, and with good service received. Blanket book orders were placed with certain foreign publishers, primarily in library science, and the idea was scheduled for extension to other subject fields. Close relations were maintained with several Iranian book publishers. Transportation charges absorbed most of the discount obtained, even by ship mail, and equalled 15% of the books' cost by air mail. Extensive experience with jobbers and publishers proved useful and wiser choices were made as a result. With more experience, an established reputation, and less order dispersion, discounts were expected to improve. Normally, it was necessary to pick up books from Iranian publishers and to pay before taking them, though Amirkabir allowed Tebroc to pay after delivery.

At the request, discussions were held with the Library of Congress, Durham University, Columbia University, University of Toronto, and the National Library of Medicine to explore the possibility of establishing Tebroc as their Iranian book purchasing agent and cataloging and classifying source. Each of these institutions, as well as one or two dozen others, had been using Tehran bookstores as ~~blanket orders~~ agents for their Iranian purchases. Due to postponement on their part or on Tebroc's part, these negotiations led to a service contract only with Columbia University. Eventually, however, these should be concluded by contracts with ~~many other~~ several institutions. Serving as the Iranian negotiations agent for foreign research libraries was a logical and useful extension of Tebroc's services.

Columbia deposited $2000 with Tebroc in the Fall of 1970 against the purchase and processing costs of Iranian material. Tebroc agreed to select, order, pay for, catalog, and ship the material to New York. This was a type of blanket order arrangement, limited by country, subject field and date. Shirin Taavoni of the Planning Department headed the project, and a part-time assistant worked with her. Publisher's catalogs were checked and their bookstores visited in search of new and appropriate material. The Columbia

project required the cooperation of Tebroc's Catalog and Irandoc's Reference Department, also. The Catalog Department gave rush service to Columbia Books and provided one catalog card copy for each title. Irandoc's government documentation procurement service provided document copies for inspection. Since material was sent to New York by ship mail after processing, the time lag between procurement and receipt on Morningside Heights was at least six months.

The following were the primary book agents and jobbers used by Tebroc:

Baker and Taylor Company
50 Kirby Avenue
Sommerville, New Jersey 08876
USA.

Feffer and Simons, Inc.,
31 Union Square
New York, N.Y. 10003
USA.

Book Centre, Ltd.,
Rufford Road, Crossens,
Southport, Lancs,
U.K.

Foyle, W. and G., Ltd.,
119-125 Charing Cross Road,
London, W.C.2,
U.K.

Lazac and Co. Ltd.,
P.O. Box 157
46 Great Russel Street,
London W.C.1,
U.K.

British Film Institute
81 Dean Street
London, W.1,
U.K.

Langenscheidt KG
Neusser Strasse 3
8 Munchen 23
West Germany

put into two categories

Otto Harrasowitz
Wiesbaden, West Germany

Hachette Bookstore
Buenos Aires, Argentina

Swets and Zeitlinger, N.V.
Keizersgracht 471
Amsterdam, The Netherlands

The Levant Distributors Company
Place de l'Etoile D., Asseily Building
Beirut, Lebanon

Persozsons, Ltd.,
60 Shara-e-Quaid-e-Azam,
Lahore, Pakistan.

UBS Publishers Distributers
5 Daryagani,
Ansari Road
Delhi 6
India

Larousse Bookstore
Tehran, Iran

Amir Kabir Bookstore
Tehran, Iran

Sako Hovsepian Bookstore
481 Marshal Stalin Ave.
Tehran, Iran.

Frequently, Tebroc purchased books direct from the publisher, especially in smaller countries, but used regional agents in larger countries. On the other hand, sometimes it was more satisfactory to purchase books from a country like Nigeria through Swets and Zeitlinger than to struggle with local publishers directly. Whenever possible, American books were ordered from the UK because of faster and cheaper service. Most orders were for American and British material with French and Iranian following in importance. No children books were ordered in this period, and no periodicals or news papers were ordered. Tebroc did not stock books in anticipation of demand. Eventually, it may do so, However, it may order titles in quantity and distribute them to Iranian libraries.

After the intial period when the Tebroc Director and Technical Director did most of the Department's work, the Acquisitions Department was led by two librarians, Mahin Tafazzoli, Assistant Director, who gave overall supervision, and Abazar Sepehri, Acting Head, who operated the department. Mrs. Tafazzoli was one of Iran's best respected librarians and a Peabody Library School graduate, and Mr. Sepehri, an able Tehran graduate, was formerly a Plan Organization Statistical Center translator and librarian.

With few exceptions, Tebroc carried out its original and comprehensive acquisitions plans successfully and developed Iran's largest and most skilled acquisitions department. However, several serious problems were encountered,and not all of them were solved. The government proforma invoice requirement before money could be spent delayed orders while letters were exchanged, and certain foreign publishers and dealers would not do business in this expensive manner. Perhaps more important was the problem of foreign exchange, a common one in developed countries, the difficulty, almost the impossibility, of converting Iranian currency into dollars, pounds, and francs. Iran's allotment of $25000 per year in UNESCO book coupons was very inadequate for Tebroc's $300,000 per year of foreign material expenditures, so a special $200,000 allotment was acquired. However, after this first year purchase, only limited amounts of UNESCO coupons were available, and no dollar bank account was established.

In addition to UNESCO coupons, several other devices were used bypass the foreign currency problem. One device was to purchase foreign books through a local bookstore, Larousse, because of its foreign credit. Iranian rials were deposited with Foroushgahe Ferdowsi, ~~the government department store~~, which in turn paid rials to Larousse, which in turn deposited them in a bank account. Larousse accepted Tebroc's book orders, retyped the orders, and sent them to foreign publishers. Its foreign current account was used to pay for them, and after being checked in, they were reboxed and sent to Tebroc.

More recently, however, the Larousse procedure broke down partly because of the store's inefficiency. In any case, since each agency took some time in placing the orders, obviously this was a very slow and cumbersome order routine. Also, each store charged Tebroc 5% of the discounted book price for its services. Added to Tebroc's own 15% fee, this totalled a 25% fee to be passed on the customer, which was excessive. For material ordered in this way, Tebroc was forced to cut its own fee to 5%, leaving the total fee at 15%.

Only with great difficulty was a method worked out by which Tebroc could accept payment for its services. The government controlled carefully the transfer of money in each government ministry and required certain high level sanction before any agency was approved to accept and keep money for its services. After three years, Tebroc had obtained limited approval, but the currency problem was still largely unsolved in 1971. As a consequence of financial instability, proforma order cancelling was necessary, 1500 of them being cancelled in 1970-71.

As well as financial problems, there were the usual difficulties of acquisitions departments -- card misfiling; receipt of material not ordered; receipt of duplicates; and all the problems created by unbusinesslike foreign dealers and publishers. Tebroc processing customers included Irandoc, Damavand College, Mashad University Dental Faculty, National University, Girls College, Rezayieh Agricultural College, and the UNESCO Education Year Project.

Catalog Department.-- Latin books were cataloged by the original Anglo-American Cataloging Rules. The rules were accepted as written. Tebroc's cataloging production was 1300 Latin language titles in 1969-70 and 4500 titles in 1970-71.

When the card number could be found, Library of Congress cards were ordered, one per title, and duplicated, with corrections. 5000 of them were ordered in 1969-70 and 9300 in 1970-71. All cards were ordered and delivery received by airmail. Card revisions were intended to provide needed

corrections and amplifications, e. g., the Dewey Decimal call number and Tebroc's card number. No original cataloging was done for the books covered by LC cards. However, service from LC varied greatly in promptness, and often it was much faster to do original cataloging or else to copy the card from the U.S. National Union Catalog, than to wait 3-12 months for the card to arrive. British National Bibliography cards could be ordered for British material, Australian cards, South African cards, H. W. Wilson Company cards, and others could be used on occasion, also, though only 300 BNB cards were ordered in 1969-70 and 650 in 1970-71.

All Persian books required original cataloging following Tebroc's Persian adaptation of the Anglo-American Cataloging Rules. Rules for entering Persian names were developed with assistance from leading librarians, Iraj Afshar and Nasser Sharify. The Anglo-American rule adaptations required that the following exceptions be made:

1. Saints. Use the first name of the father for saints joined by a relative pronoun and add the word Emam, followed by number for the twelve disciples of Mohammad.
2. Kings and Rulers. Kings are entered under their first names followed by their dynasties and then, Shah of Iran.
3. Use the words Shahdokht and Shahpour for Princess and Prince.
4. If the name of the original author of a Persian translation is not known, enter it under the name of the translator.
5. All titles are omitted from the Persian transliteration of names.
6. Married women are entered under their maiden names.
7. The copyright date assignment to a book by the National Library, Tehran, is put in the notes.
8. Persian nonfiction which has no copyright date will take the first and the last date of printing in the imprint. The last date appears first, then a comma, then the date of the first printing.

Persian cataloging went slowly because of the lack of precedents and experience in doing it. Tebroc was thought to be almost the only organization in the world doing original and accurate Persian cataloging. Library of

Congress and British Museum Library Persian cataloging was said to be inaccurate and unuseable in Iranian libraries. LC produced about 150 Persian cards per year, and Tebroc received a copy of each one as part of its Union Catalog program. Tebroc's Persian cataloging production was 175 titles in 1969-70 and 1500 in 1970-71.

Books were classified by the Library of Congress or the Dewey Decimal Classification schedule. Tebroc compiled expansions of Dewey and LC for Islam, Persian literature, geography, language, culture and history, and they were used wherever appropriate. Most call numbers were taken directly from the LC cards, but some were shortened for use in small Iranian libraries. Cutter-Sanborn author numbers were added to the call number, either Latin language from the original tables, or Persian from Tebroc's Persian adaptation of them produced by Amir Nikbakht and Tebroc cataloging staff members.

Subject headings were assigned from the Library of Congress Subject Heading List or occasionally from the Sears Subject Heading List. Persian subject headings were created by selecting the appropriate headings from the Library of Congress Subject Heading List, translating and then adapting them for Iranian use. As Persian books were cataloged, a file of these headings was built up and will be published annually in the future. Added entries were made, also, usually following LC practice. Authority cards were made for corporate and personal headings. The Iranian National Union Catalog and the U.S. National Union Catalog totals of 500 in 1969-70 and 8500 in 1970-71.

Card pockets were typed at the same time as catalog and charge cards. Date due slips were pasted in and call number labels typed and pasted on book spines. Plastic jackets could not be imported, so dust jackets were taped on. Books were delivered to the customer library ready to circulate with the catalog, shelf list and charge cards in the book pockets ready to file and use.

In late 1969, with the first books delivered to Irandoc and the National University, a continuing customer education program was started for users of Tebroc catalog cards and processed books. This program explained to the librarian what should be done with these materials after arrival in his library, the additional cards needed, how to file, shelve and circulate them. Several publication were prepared in the Catalog Department. A list of all Tebroc Latin and Persian printed cards available for sale was published annually. A translation by Hossein Ebrami of Margaret Mann, An Introduction to Cataloging and Classification, was prepared for publication. The editorial work for the Soltani Directory of Iranian Periodicals and the Aboozia Directory of Iranian Newspapers was done here as well as editorial work for the Iranian Library Association Bulletin. In addition, several booklets of cataloging techniques and author number interpretations were prepared in this department. Many pioneering contributions were made through the daily work of chief cataloger Pouri Soltani, a Tehran graduate, formerly cataloger, Central Bank Library, Tehran and of most Asia's leading catalogers, and of her assistants, Parvin Aboozia, Zahra Shadman, and several others.

Catalog Department size varied from zero three months after Tebroc began to the thirty five people who worked there in the spring, 1971. Normally, staffing included one department head, two or three other professionals who did Persian or Latin cataloging and revised the work of subprofessionals, six subprofessionals doing preliminary cataloging or supervising filing, and eight typists, clerks, tea servers, and janitors. Mrs. Soltani participated in the work of several FID committees which were revising the UDC classification. Several of the subprofessionals were library science students.

The Catalog Department had its own stack area in which books were shelved alphabetically by title. The cataloging backlog never exceeded 5000 volumes, small by American research library standards. In the spring 1970, another 5000 volumes awaited LC cards and processing in the Acquisitions Department. A small backlog was desirable to ensure a steady flow of work for all staff members.

The following card and slip files were maintained:

(a) Tebroc catalog card stock arranged by Tebroc card number with Latin and Persian cards stored separately, 142000 Latin language and 20000 Persian cards by March 1971.

(b) Dictionary of words found in the glossaries of the books cataloged, Foreign-Persian, Persian-Foreign, total of 21300 cards by March, 1971.

(c) Persian subject headings and their definitions, 2100 cards in the file in March, 1971.

(d) Official catalogs for Latin and for Persian language material.

(e) Official file plus cross references in Persian.

(f) Shelf lists : a) Dewey and b) Library of Congress, in Persian

(g) Shelf lists: a) Dewey and b) Library of Congress in English, Latin languages.

(h) Tebroc's own shelf list in a) Persian and b) English, Latin languages

(i) Tebroc's own public catalog in a) Persian and b) English, Latin languages

(j) Latin language author name authority cards with their pronunciations.

(k) Subject authority file, Persian-English, English-Persian.

(l) Name authority file in Persian

(m) Main entry file in Persian and English, Latin languages

(n) Iranian Union catalog in National a) Persian and b) Latin languages.

(o) Exceptions to Anglo-American Rules and new cataloging instructions.

The Iranian National Union Catalog covered the holdings of leading Iranian research libraries without geographic, subject, date, language, or form of material limitation. Initially, [redacted] cards and slips were requested from fifteen Iranian libraries and several foreign libraries with strong Iranian collections. Some cards arrived in rough and incomplete form, but the libraries sending them were encouraged to improve their cataloging. From others,

LC cards were received. The headings of certain cards had to be changed to match existing headings, 450 of them in 1969-70 and 14000 in 1970-71. When a choice existed, the newest and most complete printed card was kept. A separate card was retained for each edition of each book. ALA filing rules were followed for foreign material, and a set of Persian filing rules was developed for Persian language material. To show the libraries represented, cards were stamped with a library code designed at Tebroc. The Union Catalog contained 80000 cards and slips which were edited and filed by a staff of five people. An extra 120000 cards and slips are being assembled in a second section.

Most of the Union Catalog's inttial entries were obtained by taking a photocopy machine to a research library and copying its shelf list cards. The resulting sheets of photocopy paper were cut into separate slips representing the individual cards, stamped, edited, revised and filed. A few libraries provided extra copies of their cards, thereby eliminating the necessity of photocopying. Every participating library was expected to provide a card for each one of its current acquisitions, and most of them did.

In 1970, the Catalog Department began Tebroc's first data processing project. The Union Catalog was keyboarded with upper and lower case type and its data placed in computer tape storage. The magnetic tape typewriter printouts were scheduled to be photographed, priated and published at quarterly intervals, cumulated annually and quinquennially. Computer assistance was obtained from the Institute computer office, and printing was carried out by the Irandoc printshop. In periodical form, the Union Catalog will be sold on subscription to libraries and individuals around the world. Eventually, Union Catalog printouts will be available in MARC II compatible format, but present inputting only approximates it in a general way. This tool will be a valuable aid to research and the exchange of inter-library loans between individuals and libraries.

The Iranian National Bibliographic Centre was the largest bibliographic center in Iran and was so valuable to Tebroc in conducting book selection, acquisitions, and cataloging service for its customers. The centr was started in late 1969 and located in the Catalog

Department. The Bibliographic Centre housed national bibliographies from Iran, Pakistan, USA, UK, France, West Germany, Turkey, Indonesia, South Africa, Hungary, Yugoslavia, The Netherlands, Norway, Denmark, UAR, East Africa, Israel, Italy, Ceylon, Nepal, Japan, Sweden, Australia, New Zealand, and India, as well as library science serials, book review files, dictionaries, who's whos, several major subject bibliographies, and other reference material.

In the spring, 1971, the Bibliographic Centre contained 700 volumes, half of which consisted of the printed U.S. National Union Catalog. About one hundred serial titles were received ~~currently~~. While certain western biographical reference books were available, the collection was quite incomplete. Persian biographical material was available only for living authors. The Bibliographic Centre was used daily by librarians from several other institutions who identified titles and copied LC cards there. Use of both the Bibliographic Centre and the Union Catalog was shared with Irandoc.

Planning Department.-- In May, 1971, Tebroc had worked for thirty five libraries, most of them through its Planning Department consultant service. The purpose of the Planning Department was to provide competent assistance in planning the proper development of Iranian libraries. This Department worked with the specific libraries calling upon it for advice, such as National Television Organization, Cinema and Television College, Ministry of Health, Polytechnic Institute, National Defense University, University of Tehran Central Library, Iranian National Tourist Organization, Red Lion and Sun (Red Cross) Organization, Senate Library, Girls' College, Ministry of Housing and Development, Ministry of Agricultural Products, Rehabiliation Centre, Dasht Ghazvin, Rasht Business College, Plan Organization, Jundi Shahpour University, Tabriz University, Isfahan University, Firoozgar Hospital Nursing School, Ministry of Science and Higher Education, Arya Mehr University, Teachers Training College, Institute of Standards and Industrial Research, Ministry of Justice, Officers College, Army Ground Forces Research Department, Physical Education and Recreation Organization.

These libraries needed assistance in enlarging or reorganizing their physical quarters, in selecting new materials, securing Iranian library furniture, equipment and supplies or

in locating professional staff members. In other cases advice was offered in the form of written reports, floor plans or book lists. In most cases, Tebroc's consulting involved visiting the library to discuss the matter and give advice on the spot, also.

Most libraries were expected to do their own book selection and send to Tebroc completed order cards ready for searching. However, an occasional small library lacked the staff or facilities to do this, so after collecting data on the library's user group, the Planning Department carried out selection for them. Selection was made from the standard book reviewing sources and bibliographies for western books and from bibliographies and bookstore inspection for Iranian books.

A table full of floor plans was a common sight in the Planning Department. In certain cases, entire new buildings were proposed, in many others, the remodeling of existing quarters or else the occupancy of new areas. Furniture layout was a common problem. The architectural staff of the parent Institute was often helpful in developing plans and programs.

Locating furniture supplies was easy since Tebroc had these arrangements well in hand. Locating librarians was another matter, however, and was especially difficult for provincial libraries. Often development plans depended on the presence of a librarian. The Department's success in recruiting candidates for vacancies was as poor as that of the Department of Library Science.

Other consulting topics occasionally encountered were the following: Dewey Decimal vs. Library of Congress Classification System, whether to reclassify or not, Congress. Library centralization vs. decentralization, cataloging advice, planning library workshops and internship programs, how to establish a library, library statistic, planning, collection of new library statistics for IFLA, supervision of Department of Library Science, research papers, consultation on Iranian library standards, the coordination of Iranian childrens public library service, furniture for the UNESCO demonstration childrens libraries, and acquisitions advice.

The Planning Department worked on several other projects designed to benefit the entire Iranian library world. Standards were prepared to guide the development of special, public, school and academic libraries. After translation and Institute approval, they were to be publicized and recommended to all librarians. With Fulbright assistance, a National Library Survey and Development Plan was described and proposed.[1] A list of suggestions was developed for modernizing and expanding the Iranian library laws and regulations; at the appropriate time, help in securing their Majlis and Senate passage is expected from the Deputy Minister for Parliamentary Affairs. Library education advice was given to the Tabriz University and Iranzamin Junior College Library Science Departments, particularly on curriculum revision. As a part of Tebroc's assistance in library education evaluation provided for the Institute and the Ministry, this advisory experience led to the development of a set of standards and support program for library school evaluation and accreditation. In 1967-70, Tebroc co-sponsored a public lecture series with Irandoc and Department of Library Science, and a program on Tebroc was included. This program gave the Tehran library community an opportunity to learn about and discuss Tebroc's ideas and plans.

The Planning Department was established in early 1969, and until the summer, 1970, was staffed with persons loaned from other departments or else working there only part-time, temporarily. For a period of time, most of the consulting work was handled by Mrs. Tafazzoli, Mr. Mazaher, Mrs. Soltani, and Mr. Harvey. In addition, an arrangement was worked out with the Department of Library Science to obtain the Fulbright Professor's services for several hours each week. He was particularly helpful with surveys and building plans. During the period, the Fulbright professorship was held by Miles Jackson, Willim Chait and Vail Deale, successively. In the summer, 1970, Shirin Ta'avoni, formerly Librarian, Mashad University Faculty of Dentistry, arrived on loan to head the Department. Assistance of various kinds was received from CENTO and UNESCO also.

[1] Harvey, John F., "Proposal for a National Library Plan for Iran" International Library Review II (July, 1970), pp. 253-61.